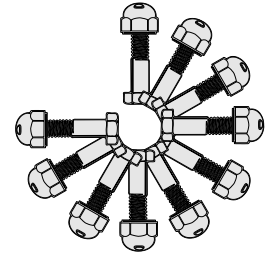




NUTS & BOLTS

THE ISM AND SSF PROGRAMS



What's *Nuts & Bolts*?

NUTS & BOLTS is an unofficial multi-MACOM publication about the **Integrated Sustainment Maintenance (ISM)** and **Single Stock Fund (SSF)** programs. Its purpose is to enhance awareness of on-going activities in these two major logistics business process improvements.

(Local duplication of this publication is authorized).

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ISM/SSF Corporate Boards Meet

ISM CORPORATE BOARD

The ISM Corporate Board met on 12-13 November 1996 at Hampton, Virginia. COL Patrick Button, Corporate Board Chairman, welcomed the standing board members, non-voting members and other participants. Numerous briefings were conducted which provided updates to past issues, status of ISM related activities and information for Corporate Board decision.



In the day-and-a-half session, the Board:

- Agreed to add USAREUR, USARPAC and EUSA as voting members to the ISM Corporate Board and the Charter will be amended to reflect the additional membership.

- Established an ISM Contingency Concept work group with MACOM representatives to finalize the plan before final Corporate Board staffing [see article page 5].

- Approved the Business Process Manual (BPM) Working Version 1 as is. It was further agreed that: the BPM will be formally published as a DA document after one year; future updates will be published on a two-year cycle; and minor changes will be accomplished with change pages [see article page 11].

- Welcomed PM, SAMS (LTC Brito) participation in ISM and agreed to continue to work with him to develop a transition strategy to integrate EMIS functionality into an objective maintenance STAMIS. PM, SAMS will be invited to participate as a non-voting member of the ISM Corporate Board.

- Agreed to continue with the Client/Server architecture development. INNOLOG (EMIS support contractor) will develop a functional template with users showing the functions supported at each level of ISM.

(see *ISM Corporate Board* on page 3)



SOUND ATTENTION!



This issue's highlights...

- The ISM and SSF Corporate Boards held meetings in November and wrestled with a number of ISM/SSF issues. See the two cover stories - *ISM/SSF Corporate Boards Meet*.
- Single Stock Fund has been moving out and the Inter-MACOM Working Groups are tackling the issues. The four standing and one ad-hoc IMWGs provide feedback on their efforts in a series of articles in *Single Stock Fund Inter-MACOM Working Group Reports*.
- The East RSMM Office will hold its fourth PP&C Conference in February. The details are highlighted in *RSMM East PP&C IV*.
- *Cost Mapping - Basis For All ISM Cost Analysis* discusses the historical background on developing a fully burdened labor rate.
- *ISM Contingency Concept* highlights the work accomplished by the work group in finalizing the draft document.
- The National Sustainment Maintenance Management Office provides an update in *News From the NSMM*.
- In *Contract Maintenance Database Update* a dialogue is established between key players to address the issue of visibility of maintenance contracts.
- Take a look at what is coming up in the *The ISM/SSF "Main" Events* for January and February 1997.
- Finally, *ISM Business Process Manual* outlines the effort of the ISM BPM Work Group and provides MACOM POCs.

(ISM Corporate Board from page 1)

- Revalidated its earlier position that the Quality Assurance program (ISO 9002) will be applied against ISM COE NSNs and COE bidders will have a QA management process in place to be able to bid on a COE line.

- Directed that the fielding schedule be reconciled against the original timeline and consider that fielding must be accomplished in the FY97/98 window.

- Agreed to formally hand-off ISM/SSF Interface Policy from the ISM Corporate Board to the SSF Corporate Board for integration into their working groups.

- In addition, the Board tasked 9 separate issues for follow-on action by various Corporate Board members.

The ISM Implementation Team published the minutes of the meeting on 22 November. This comprehensive packet recaps the agenda and contains copies of select briefing charts, a roster of attendees and a summary of the suspense items. To obtain a copy, contact the AMC ISM Implementation Team at DSN 767-3270. □

SSF CORPORATE BOARD

The SSF Corporate Board met for the second time on 14-15 November 1996 in Hampton, Virginia. Hosted by TRADOC, and held immediately following the ISM Corporate Board, the members convened with the purpose of validating the enablers for SSF Phases I and II; completing and signing the Inter-MACOM Working Group (IMWG) charters; approving the program efficiencies metrics; and identifying issues in preparation for the first SSF General Officer Steering Committee (GOSC), which was held on 3 December 1996 [*see article on page 6*].

In addition to reports-out by the chairs of the IMWGs, the Corporate Board made the following decisions/took the following actions:

- USARSO signed the Corporate Board charter as a voting member.

- Broke Phase I Lateral Redistribution Enabler into three parts: SARSS-O, Financial Systems, and Total Asset Visibility (TAV).

- Approved the Personnel Metric, with changes.

- Approved the Inventory Redistribution Metric.

- Directed the development of a Wholesale Backorder Reduction/Retail Order-Ship Time Metric.

- Approved an RO Macro Metric (which was to be reviewed/refined).

- Approved an Inventory Reduction Macro Metric (which was to be reviewed/refined).

- Directed the development of a SSF Concept Plan to be published before the development of the functional business rules.

- Approved the IMWG objectives, as presented by the Chairs.

- Approved and signed the IMWG Charters, with minor changes.

- Determined that the Finance IMWG will not look at Pricing Policy.

- Approved an Obligation Authority Funding Flow (Course of Action #1);

- Moved the Requirements Determination IMWG End State to Phase II (integrated optimization model in place).

- Identified the need for a standard Economic Analysis Report Out.

The issues that were identified to be further explored, either by the IMWGs in their subsequent meetings or by the GOSC, were:

- The revalidation of personnel
- TDY funding for the IMWGs
- Lack of an embedded technical systems integrator in the program change process
- Lack of funding for all STAMIS change costs

(See *SSF Corporate Board* next page)

(SSF Corporate Board from page 3)

- Use of the term "Installation DBOF/Stock Fund" in lieu of "Retail Stock Fund"
- Funding/Reimbursement for lateral redistribution packing, crating and handling costs at the installations
- Development of the functional business plans
- Hardware/software fielding disconnects/time lags

Additionally, the Corporate Board received an information briefing from CASCOM on the status of the development of the Integrated Combat Service Support System (ICS3).

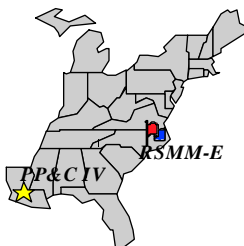
The minutes of the meeting, dated 22 December 1996, contain a roster of attendees and a summary of the issues, decisions, and new action items. To obtain a copy, contact the AMC SSF Support Team at DSN 767-8531 (Mr. Akers) or -9808 (Ms. Nash).

Corporate Boards

The next SSF Corporate Board meeting is scheduled for 6-7 March 1997 and hosted by HQ AMC. The Army National Guard (National Guard Bureau) is hosting the next ISM Corporate Board in late February 1997 - date TBD.

RSM East Production, Planning and Control Conference IV

The East RSM will conduct Production, Planning and Control (PP&C) Conference IV 11-12 February 1997. PP&C IV will be hosted by Fort Polk and held at the Chateau Charles Hotel and Suites, Lake Charles, Louisiana. The East RSM is planning a day and a half of briefings and work sessions that will be a



refresher for some and a tutorial for our new, soon to be activated, sites.

The PP&C is tentatively scheduled to begin at 0800 on 11 Feb 97 with an orientation briefing from the Ft. Polk garrison staff, including welcoming remarks by BG Freeman, Commander, 1st COSCOM. ISM updates and related presentations from AMC, FORSCOM, TRADOC, ARNG, and others, will round out most of the first day. Before adjournment, the actual PP&C process will begin. The group will reconvene the next day at 0800 and continue the PP&C process with a Production Review by each LSMM. This will be followed by reviewing bids for current lines and awarding of new lines.

CW3 Bill Philyaw, Fort Polk LSMM, has coordinated a first class series of after-hour events with the Lake Charles tourism office. Formal invitations and registration forms will be headed your way shortly. Look forward to seeing you there. For additional information, contact CPT(P) Tony Brewington, or SSG(P) Richardson, DSN 236-8152 or commercial (910) 396-8152.



THE ISM/SSF "MAIN" EVENTS

<u>DATE</u>	<u>EVENT</u>
13-14 Jan 97	LSMM (USAR) Pre-Site Survey @ FT McCoy, WI
16 Jan 97	ISM Brief to IOC @ Rock Island, IL
17 Jan 97	SSF IPR VTC @ HQ AMC
21 Jan 97	AMC Day (ISM/SSF) FORSCOM @ FT McPherson, GA
22 Jan 97	AMC-SSF Team Chiefs' Session @ HQ AMC
23 Jan 97	LSMM (ARNG) Site Survey @ Columbus, OH
24 Jan 97	AMC Day (ISM/SSF) TRADOC @ FT Monroe, VA
29 Jan 97	SSF IMWG Chair Session @ HQ AMC
4-6 Feb 97	SSF IMWG Sessions @ Hampton, VA
11-12 Feb 97	East RSM PP&C @ Lake Charles, LA
TBD Feb 97	ISM Corporate Board @ Washington
TBD Feb 97	USAREUR ISM Visit @ Heidelberg, GE
6-7 Mar 97	SSF Corporate Board @ HQ AMC

ISM CONTINGENCY CONCEPT



The ISM Contingency Concept Work Group met at Hampton, VA on 17-18 Dec 96 to review comments submitted by

numerous MACOMs, staffs, organizations and agencies to the circulating draft copy; and then systematically review the current "final" draft of the document. Attendees included reps from CASCOM (Jan Smith - proponent), FORSCOM (Dave Campbell), NSMM (Doug Watters), ARNG (Jay Cady), USAR (Dave Pupo), USARC (MAJ Dave Spence), HQDA ODCSLOG (CPT Scott Padgett), TRADOC (Barb Rahrer), West RSM (CPT Dave Funk), East RSM (LTC Frank Russell, Jr.), and AMC (Mike Mannion).

Task One: The group reviewed and categorized comments submitted by the field as falling into three possible categories, as follows:

- misunderstood/uninformed/inaccurate comments, which indicate we must more effectively market or educate the field about ISM fundamentals;
- accurate functional comments, which we should change in the text;
- comments which fell into the "too hard to resolve" box, such as USAREUR's concerns with ISM; these were earmarked for elevation to the ISM Corporate Board.

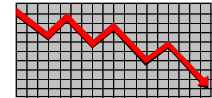
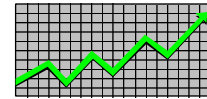
Task Two: The group then went through a comprehensive review of the document, focusing on standardizing the approach and language, eliminating unnecessary verbiage, and highlighting key responsibilities and requirements.

Prior to briefing the upcoming ISM Corporate Board on the results of the session, CASCOM will circulate a final draft of the concept before submitting document for approval as a TRADOC 525-series pamphlet. □

COST MAPPING - BASIS FOR ALL ISM COST ANALYSIS

by George Ogden
MPRI, Inc.

What does it cost to run a business? Are we "running in the red or black"?



These two questions were the basis for development of a single full cost methodology before the ISM Proof of Principle (PoP). The Army leadership wanted to know three things: What is the true cost to the Army to put serviceable repairable items back on the shelf; do we have a uniform method of measuring these costs across the Army; and will the Army save money (and if so, how much) by applying the ISM principles?

When work on the PoP began in the fall of 1992, none of these questions could be answered, as a uniform method of computing cost of ISM operations did not exist. The method developed, later called the full cost methodology, had its origins in three factors. First, the Army was beginning the planning for a test to begin in FY94 that would place installation base operations support (BASOPS) on a fee-for-service basis under the Defense Business Operating Fund (DBOF) aegis. This would require a standard way of charging customers for services rendered. Second, the Defense Manpower Data Center (DMDC) in Monterey, California was engaged in developing for the Services a cost mapping methodology to provide uniform means to show unit costs, such as cost per trained soldier. Third, the FORSCOM Commander, in agreeing to have ISM demonstrated on a FORSCOM installation, insisted that operating costs be on an "apples-to-apples" basis: that is, a uniformly measurable system across the Army.

(See *Cost Mapping* on next page)

(*Cost Mapping* from page 5)

MPRI, Inc. was contracted during the ISM PoP to develop a standard way of accurately capturing the cost of ISM maintenance operations. To do this, the cost mapping techniques at DMDC and the Defense Depot Maintenance Council Cost Comparability Handbook were used to produce a standard elements of cost set and a protocol for applying these installation-level costs in a way to compute Direct, Indirect and Administrative/General Costs. This methodology, for the first time, would cover all costs of performing maintenance operations and not merely the direct labor and materiel costs. This would include civilian and military indirect labor, proportionate shares of installation BASOPS costs, and other maintenance activity operating costs. The bottom line result was a Fully Burdened Labor Rate, similar to the type of labor rate used by the Army's depots. This rate, when applied to all direct labor hours recorded in the maintenance activity's legacy system, together with all materiel costs, would produce a break-even situation at the end of the fiscal year if the activity were *operating on a fee-for-service basis under DBOF conditions*. In other words, the use of this rate would be the equivalent of being charged a burdened labor cost just like the repair garage downtown. Once the methodology was developed, the Strategic Logistics Agency (now LIA) secured approval of the process from the US Army Cost and Economic Analysis Center in Falls Church, VA.

With the above as background, an initial step for Army installations (including Army Reserve and Army National Guard organizations) to participate in ISM begins with the development of a cost map for each participating maintenance activity (DA civilian, military, or contractor operated). Without a Fully Burdened Labor Rate, baseline costs cannot be calculated and the ISM Executive Management Information System (EMIS) cannot be fully initialized to accept and process legacy maintenance system data.

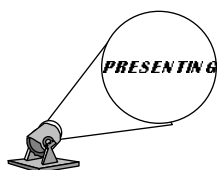
The cost mapping process is fully described in the ISM Business Process Manual. The procedures are required at each new startup and require updating at the beginning of each fiscal year using the prior year's applicable financial data. In addition, an update is necessary when any of the elements of data that make up the cost map change (e.g., manpower authorizations, funded manpower ceilings, or change of contractors).

So far, in the West and East regions, the Active Component Army installations and units will account for some forty-four cost maps by the end of this fiscal year. The ARNG and the Army Reserve participating installations add to this number. □



SSF General Officer Steering Committee (GOSC)

On 3 Dec 96, the first SSF GOSC was convened at Headquarters AMC. The purpose of the GOSC was to update the Army's senior leadership on the SSF Program and present issues requiring GOSC review and guidance. The meeting was chaired by LTG Dennis Benchoff, AMC Deputy Commanding General. Other GOSC members included MG Whaley, G4, FORSCOM; MG Mahan, HQDA ODCSLOG Director for Supply and Maintenance; BG Bates, ACS, C4/J4/G4, EUSA; Ms. Wainwright, TRADOC DCS BOS; Mr. Gregory, ASA (FM&C), Deputy Assistant, Secretary of the Army for Financial Operations; as well as representatives from OCAR, ARNG, USARSO, DFAS, and AMC. Key issues discussed concerned tying SSF efficiencies to FY 98 - 03 O&M decrements and establishing automated systems modification timelines and funding requirements. The GOSC was successful in providing guidance related to program business rules, metrics, enablers and course of action direction. □



Single Stock Fund Inter-MACOM Working Group Reports

All five SSF IMWGs met from 10-12 December 1996 at Hampton, VA. This was the first time all the groups had met at the same time and same location. Prior to meetings, Colonel Button held a workgroup leader session to review workgroup timelines for deliverables and ensure a common understanding of objectives and desired outputs and are fully synchronized with milestone plans. Overall, as highlighted in this edition, the consolidated IMWG meetings were successful. While accommodating a certain amount of inter-IMWG coordination, all groups spent long hours producing draft business plans and timelines. HQ TRADOC did an outstanding job of arranging the conference site and providing essential administrative support. The next IMWG meetings, also planned to be consolidated, will take place from 4-6 February 1997 at Hampton, VA. □

SSF Metrics IMWG

COL Button chaired this session, which included participants from HQ AMC, AAA, MEA, HQDA ODCSLOG, TRADOC, AMSAA, and FORSCOM. The focus of this IMWG was to:

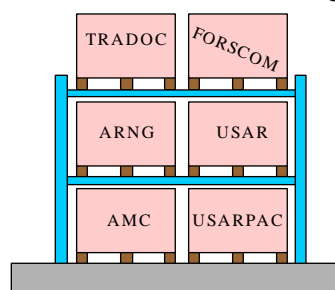
1. Perform a final review of the metrics previously approved by the SSF Corporate Board (personnel, inventory redistribution, requisition objective/requirements objective, and inventory levels).
2. Assess the Corporate Board's proposed new metric (wholesale backorders).
3. Identify assumptions and constraints associated with efficiency metrics.
4. Develop a metrics concept of operations encompassing data sources, a methodology for obtaining the data, a milestone action plan covering baseline measurement, testing, and full concept

implementation.

5. Discuss the Defense Business Operating Fund (DBOF) efficiency - OMA savings linkages.

The IMWG produced concept papers for each metric considered (except inventory efficiency), SSF metrics assumptions and constraints, and an overall metrics concept of operations. □

Asset Management IMWG



Modell Plummer, HQ TRADOC, chaired this session, which included participants from TRADOC, HQ AMC, FORSCOM, ARNG, USARPAC, OCAR, USARSO, USAISEC,

USAREUR, AMC Logistics System Support Center (LSSC), TACOM, ATCOM, MICOM, Lead AMC Integration Support Office (LAISO), LOGSA, and CASCOM. LOGSA provided a briefing on Army Total Asset Visibility (ATAV), which generated a discussion on the numerous capabilities of and the group's concerns about the accuracy of ATAV data for use in SSF asset management processes. LSSC briefed the Real Time Requisition Processing (RTRP) system, and a representative from USAISEC provided information on the communication link being developed to support RTRP. The IMWG developed the assumptions, constraints, and a layout of the concept for Phases I and II concerning asset management. Additionally, the group identified a need for analytical/study support in order to complete its work on asset management processes related to SSF.

(SSF IMWG Reports continue on next page)

(SSF IMWG Reports from page 7)

Financial Management IMWG

Max McClellan, HQDA, chaired this session, which included participants from HQDA, TRADOC, AMC, DFAS, CASCOM, USAREUR, FORSCOM, OASA (FM&C), Fort Hood, 200th TAMMC, AAA, OCAR, and TACOM. The IMWG broke out into four sub-groups and discussed specific business rules topics and briefed their recommendations. The credit flow for both wholesale and retail was reviewed in depth, and a tentative new credit policy was developed. The IMWG completed and distributed a draft Financial Business Rules, reviewed the Supply Management, Army (SMA) business rules, the SSF draft concept paper, and provided feedback on the Requirements Determination business rules. The critical issues identified by the IMWG focused on the ability of automated financial systems to be modified and fielded by October 1997. □



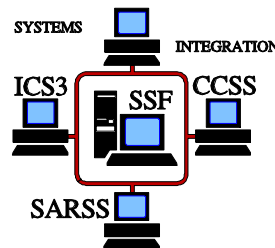
Requirements Determination IMWG

William Cowan, HQ, FORSCOM, served as the chairman, and representatives from USARC, AMC, FORSCOM, Design Center Lee (DCL), AMSAA, HQDA, USARPAC, CECOM, LAISO, USARSO, and TRADOC participated. The group developed the concept of operations, assumptions, constraints, and timelines for Phases I and II of SSF. In Phase I, operational (retail DBOF SMA) demand-based requirements will be computed using optimization models available in SARSS-O. Non-demand based requirements (AIMI, BII, selected RX, OP-Projects, etc.) will be computed as they are today. The national (wholesale DBOF SMA) requirement will be computed using the current CCSS RD&ES optimization (EOQ/VSL) methodology. Operational requirement and asset data will be accessed through the SARSS-O/CCSS gateway. Assets above the R/O at the operational level will be applied to the national requirement. Resulting procurement offsets will be captured as

an efficiency metric. In Phase II, the national level will compute the entire DBOF SMA demand-based requirement and position inventories based upon analysis of demand patterns. Non-demand supported requirements will be computed at the operational level and passed to the national level as an additive requirement. Initial taskings to develop functional descriptions/ECPs implementing required automation changes were assigned during the session. □

Systems Integration IMWG

Jesse Mason, CASCOM, chaired this session with representatives from CASCOM, FORSCOM, TRADOC, USARPAC, USAREUR, USARSO, HQDA ODCSLOG, ARNG, LSSC, LIA, LAISO, DCL and HQ AMC. The focus was to



identify key Systems Integration constraints, assumptions and develop a concept of operations. LTC Starkey, CASCOM, briefed the functionality of the Integrated Combat Service Support System (ICS3). CW3 Rowe, DCL, briefed the status of the Standard Army Retail Supply System (SARSS). Dick Hill, LSSC, briefed the Commodity Command Supply System (CCSS). Each of these informative presentations helped to identify key SSF wholesale and retail Systems Integration constraints, assumptions, and concept of operations.

In addition, after reviewing two proposed ECP development options, the Systems Integration IMWG approved Option Two, which is summarized below and will be presented at the next SSF Corporate Board meeting.

OPTION TWO, ECP DEVELOPMENT

Step 1. IMWG develop ECP-S/SCR from high level functional description.

(SSF IMWG Reports continue on next page)

(*SSF IMWG Reports* from page 8)

Step 2. Systems Integration work group review ECP-S/SCR for system compatibility.

Step 3. Provide ECP-S/SCR to the appropriate development center.

Step 4. Systems Integration work group ascertain milestones for ECP-S/SCR implementation.

Step 5. Systems Integration work group participate in systems test.

Step 6. Report test results to the Corporate Board.

The Systems Integration IMWG identified several challenges facing SSF implementation and is moving forward to find workable solutions to them. □

VM-SSF Connection

by Frederica G. Hensley
DA ODCSLOG



Velocity Management (VM) is about to turn two. Growing out of OSD concern over logistics response time (OST or order-ship-time in Army lingo), VM soon aggressively started looking at Repair Cycle Time and Stockage Determination Processes. Scrutiny of Financial Management Processes recently got underway. SSF converges and merges with VM at several junctions. The work of the VM Stockage Determination Process Improvement Teams (PIT) relates to the Requirements Determination and Asset Management IMWG under SSF. Where VM is concerned from the lowest customer level through the wholesale and laterally to our external customers and suppliers, SSF is concerned with similar issues affecting Defense Business Operating Fund (DBOF) Supply Management, Army (SMA) assets and management processes within the National SMA. SSF financial issues are also confined within the National SMA. VM is looking at improving financial interfaces and processes throughout the Army and by extension to external customers and suppliers. In repair cycle issues, the

possibility of national item manager workloading and budgeting of repair at ISM Centers of Excellence (COEs) will come into play under SSF rules as the inventory manager (IM) reaches down to manage all assets within the SMA down to the installation, including reparables (RX). The overall improvement and efficiencies that are the heart of the VM Repair Cycle Process Improvement Team (RCPIT) should enable additional efficiencies from repair under SSF. Metrics have been developed for each of the VM PITs and are in the process of development under SSF. The methods we use to measure our improvements in performance against intended goals must always keep our customer at center stage. The key to our success in VM and in SSF is to make it easier and better for our soldiers by eliminating the fat and ensuring that what is left in our supply system is filet mignon! □

IBES, Inc. Joins The SSF Team

The SSF Team has contracted IBES, Inc. to assist the Corporate Board in its efforts to reengineer logistics and financial processes Army-wide. IBES will evaluate the 1995 SSF Economic Analysis (EA), in light of recent program changes approved by senior Army logistics leaders, and develop a revised EA baseline. IBES will also develop a strategic level SSF Implementation Plan that provides the baseline for program implementation and a Marketing and Training Plan to educate the Army at all levels and within all organizations on concept definition, goals and objectives, benefits, and systems changes. The IBES team includes George Griveas, Program Manager and Senior Logistics and Operations Research Analyst; Gene Gipson, Task Leader and Senior Logistics Analyst; Louis Schiano, Senior Logistics and Financial Analyst; and Dan More, Senior Logistics and Systems Analyst. Welcome gentlemen! We are glad to have this professional group working as part of the Corporate Board's SSF Team. □



News From The National Sustainment Maintenance Management Office

contributed by Dick Hawotte and Doug Watters

NSMM & the World Wide Web



The NSMM office is establishing a "Home Page" on the local Soldier Support Network (SSN) maintained by TACOM/ACALA. The SSN enjoys a very wide range of application and distribution and the NSMM

office intends on providing a variety of information services to the WEB server. The NSMM home page will contain WEB "hot-spots" which will allow our customers and ISM team access to such things as: updated versions of the Business Process Manual, IFB forms and procedures, COE lines, and National Workload status. Details will be announced in later editions of "*Nuts & Bolts*".

NSMM Automation Upgrades

The NSMM office is currently investigating the use of a state-of-the-art communication software/hardware package called "Sharevision". Both TACOM and the IOC have taken advantage of this inexpensive audio/video capability for the purpose of mini video conferences between remote field offices and the Headquarters. The Sharevision package includes a digital camera, microphone, speakers, and PC software to accommodate the upgrade. Sharevision software allows for the transfer of digital data over standard phone lines which is transferred in both medias (audio/video). This capability could allow remote Sustainment Maintenance facilities/offices to be linked with the National, Regional, and

Local activities. This system also allows users to take digital photos and display them on what is known as the "White board", allowing both or all participants to interact and discuss one subject/item at once. Sharevision packages retail for under one thousand dollars.

Contract Maintenance Database Update

Staffs at DoD and HQDA have initiated a series of actions related to determining the size and extent of maintenance contracts. These actions have a direct relationship to a core NSMM Office function, which is to gather and maintain information on all Army sustainment maintenance operations, including contract maintenance. On 11 December 1996 members of the ISM Task Force met with representatives from HQDA (ODCSLOG and SARDA) and the RAND Corporation to establish a dialogue on this issue. The RAND representative briefed on efforts to design a similar database to track broader DoD-wide information for the Research & Development community. In this process, RAND has been able to successfully integrate data from several data sources. Although the RAND database has come with a sizeable price tag, early analysis indicates that the effort has produced sizeable potential savings in terms of eliminating redundant capabilities and consolidating requirements. It was agreed that we will work with RAND to determine the feasibility of adopting some of its database design and integration efforts. The goal is for the NSMM office to establish mechanisms to locate and integrate maintenance-related data from multiple sources, rather than simply amassing and maintaining huge databases of contracts. Both short-term and long-range planning is underway in this regard. Updates on this issue will appear in future editions of "*Nuts & Bolts*".



(News From The NSMM continues on next page)

ISM Business Process Manual (BPM) Work Group

The ISM Business Process Manual (BPM) Work Group met at the National Sustainment Maintenance Manager's (NSMM) office on 5-9 November 1996 to complete the BPM. Represented were the US Army Reserve Command (USARC), US Forces Command (FORSCOM), US Training and Doctrine Command (TRADOC), Army National Guard (ARNG), Tank-automotive and Armaments Command (TACOM), Regional Sustainment Maintenance Managers (RSMM) from III Corps and XVIII Airborne Corps, and Local Sustainment Maintenance Manager (LSMM) from Fort Riley, KS. The group reviewed the comments received from the MACOMs and updated the BPM. This BPM was subsequently approved by the ISM Corporate Board on 12 November 1996. It is currently in use by the MACOMs conducting ISM business. The ISM Corporate Board approved additional BPM changes that were released for distribution on 15 December 1996. The Inter-MACOM group will update the BPM and forward it to DA for publication within the next calendar year. The BPM will be incorporated into AR 750-XX series. In the near future it is anticipated that MACOMs will develop procedures for ISM operations for the Army National Guard, Army Reserve, Associate Maintenance Activities and OCONUS operations in USARPAC and USAREUR. Additional appendices for Active, Reserve and National Guard sustainment maintenance training, special repair activity (SRA), and packaging and crating will also be added. Future BPM updates will address maintenance, supply, and financial procedural changes driven by Single Stock Fund (SSF) operations, force structure changes, and logistics/financial MIS integration. The BPM focus is standardization of logistics management procedures throughout the Army. MACOM recommendations to improve and/or update the

BPM are encouraged and should be submitted through the ISM management structure. Activities not within the ISM management structure should submit their recommendations through their appropriate MACOM ISM Control Cell.

BPM POCs/E-Mail/DSN:

- ✓ Mr. Bucklaw, BPM Coordinator, NSMM Office, tbucklaw@ria-emh2.army.mil, 793-3896
- ✓ Ms. Tomlin, FORSCOM Control Cell, tomlinc@ftmcpshn-emh1.army.mil, 367-5612
- ✓ Ms. Rahrer, TRADOC Control Cell, rahrerb@emh10.monroe.army.mil, 680-5137
- ✓ Mr. Cady, NGB Control Cell, cadyj@amgrc-emh2.army.mil, 327-7480
- ✓ MAJ Spence, USAR Control Cell, spenceda@usarc-emh1.army.mil, (404) 629-8857
- ✓ CPT Brewington, Asst. East RSMM, XVIII Abn Corps, tbrewin@rsm-emis.bragg.army.mil, 236-5182
- ✓ CPT Funk, Asst. West RSMM, III Corps, funknd@hood-emh3.army.mil, 737-8842
- ✓ Mr. Wells, AMC MSC Representative ISM Cell, wellsds@cc.tacom.army.mil, 786-8487
- ✓ LSMM Offices. □



Both East and West RSMMs are experiencing spot shortages of unserviceable assemblies for repair induction. This

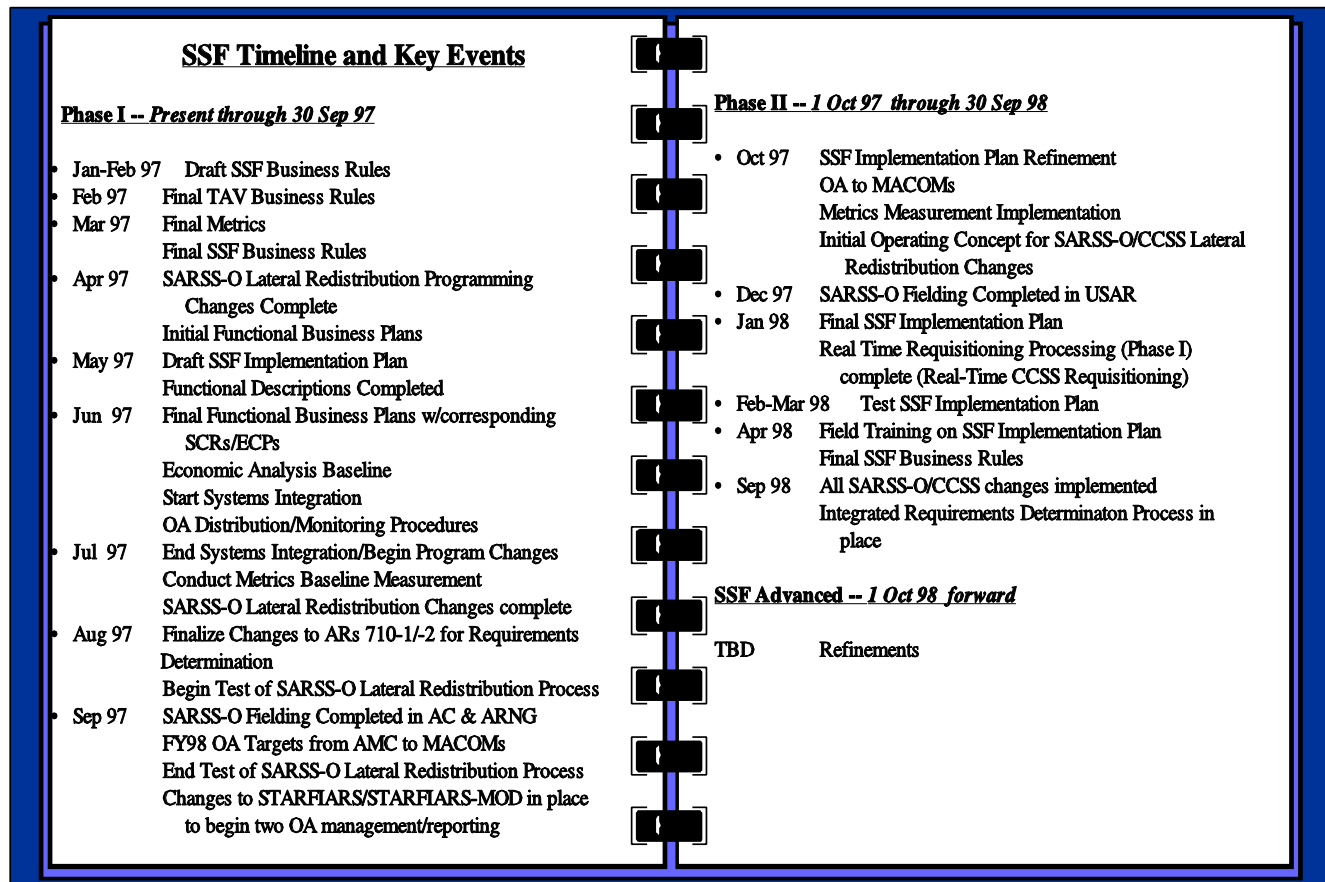
impacts on COE's annual plans if the unserviceable asset quantities are not consistent with original forecasts. This problem is also compounded by requests for COE lines that have been passed directly back to the wholesale level resulting in corresponding buys at wholesale. The ISM Corporate Board recently coined the phrase "Missed Opportunities" that describes the latter problem. The NSMM and RSMMs have been tasked to get visibility on these COE by-passes. Relief is on the horizon for expediting the retrograde of unserviceable reparable.

(see *Iron Mountain* next page)

(Iron Mountain from page 11)

Under a Velocity Management (VM) initiative, HQDA ODCSLOG has proposed changes to Major Assembly Cleaning and Turn-in policy that should streamline procedures. A memorandum, dated 31 October 1996, was sent to MACOMs requesting review of this proposal.

HQDA POC is CW4 Batien, DSN 225-4151 or batieww@hqda.army.mil. The RSMMs are also working with DOL Installation Supply & Services Divisions (ISSD) and Materiel Management Centers (MMC) to ensure expeditious turn-in of unserviceables and avoidance of "Missed Opportunities". □



☛ Coming in Next Edition.....

✓ Lead articles for next edition of *Nuts & Bolts* include: More SSF IMWG updates; The revised ISM fielding schedule; Updates from the field (NSMM, RSMM); and more...

✓ Plus *your* articles - This is your publication. Use it to share your ideas and good news with others in the ISM/SSF programs. ➡ To have your items included in the next issue of "*Nuts & Bolts*", please submit them to Bruce Koedding via e-mail address: bruce_koedding@alexandria-emh1.army.mil or via snail-mail to: HQ AMC; ATTN: AMCLG-MI; 5001 Eisenhower Ave; Alexandria, VA 22333-0001.